

Building Financial Stability in Farmworker and Rural Latino Organizations

Prepared in partnership with *Centro Campesino*

by

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Introduction

The purpose of this report is to provide Centro Campesino with information about the fundraising strategies and experiences of some farmworker organizations in the country. Centro Campesino is a migrant farmworker organization in Owatonna, Minnesota. The organization and its Board of Directors are currently working on a fundraising plan with the goal of diversifying their funds and increasing financial stability. This report attempts to provide Centro Campesino with a broad view of the advantages and obstacles to consider when planning for fundraising.

Centro Campesino is a migrant farmworker and rural Latino/a membership organization begun in 1998 and incorporated in 2000 in order to improve the lives of migrant agricultural workers and rural Latino/a residents in southern and central Minnesota. Centro Campesino was founded with the philosophy that farmworkers, rural Latino/as and allies must work together to positively change institutional structures that create and maintain oppression. Centro Campesino utilizes direct service, popular education, advocacy and organizing to achieve its aims. Centro Campesino works for concrete, positive, institutional changes in the lives of the estimated 20,000 - 30,000 migrant agricultural workers who travel each year to work in Minnesota agriculture. In 2002, their work expanded to directly involve year-round rural Minnesota Latino/a residents. Centro also works to educate non-farm worker, non-Latino/a communities about the realities of Latino/a history and life in rural Minnesota, about racism and poverty and about the need for community organizing. They seek guidance and leadership from farmworkers and rural Latinos and seek involvement and collaboration from non-Latinos.

About migrant farmworkers

Most migrant farmworkers in Minnesota are U.S. legal permanent residents that have a "home base" in south Texas or are Mexican citizens with permission to work in this country. Migrant farmworkers are actively recruited by Minnesota companies and their crew leaders to work in farm fields and food processing factories. In south-central Minnesota, the majority of migrant farmworkers work in seasonal canning jobs in vegetable processing companies. Farmworkers also are relied upon for work in tree nursery production and in the apple industry. Many workers and families return to Minnesota year after year and work with the same companies and farms. Farmworkers provide work critical to the success of Minnesota's agricultural industry, yet often face low wages, dangerous working conditions and substandard or non-existent housing. Despite these barriers, a 2000 Department of Labor study found that only 10 - 15% of migrant farm workers rely on social services or government programs for food or income.

Background of Centro Campesino

The farmworker community involvement that eventually grew into Centro Campesino began in 1998 with a survey of more than 180 migrant families in southern Minnesota. After discussing the pressing concerns of the community in farmworker housing camp meetings, committees of farmworkers successfully developed parent-run cooperative daycare for more than 40 children in two migrant camps in 1999, a program that Centro Campesino has now successfully organized for four seasons. Migrant workers also organized for and won improved salaries and housing conditions. During 2000-2001,

Centro Campesino conducted an extended organizing campaign around wages, housing conditions and workplace safety for the more than 350 migrant farm workers employed by Chiquita Processed Foods in Owatonna. The hard-won changes in the migrant camp housing included: the installation of hot water in all individual units; the construction of a storm shelter and installation of a tornado alarm system; the complete remodeling of a Chiquita-owned housing unit to be used for Centro Campesino childcare, including the installation of a bathroom and air conditioning; and the implementation of a warning system before pesticide spraying occurs near housing camps.

Key recent organizational accomplishments

- 1) Centro Campesino has successfully developed a relationship with the Owatonna and Waseca School Districts to improve relationships with Latino/a communities. The Owatonna campaign culminated in a visit by more than 40 Latino youth and parents to a meeting with the Superintendent. The school district now ensures that paperwork is sent in Spanish and has hired two additional translators.
- 2) Centro Campesino continued to offer direct translation, referral and advocacy services for migrant agricultural workers and rural Latino/as. During 2002, more than 1,250 people received services.
- 3) In 2002, Centro Campesino successfully implemented its fourth year of seasonal daycare near Owatonna, serving more than 30 children. Centro Campesino addressed the additional need for childcare by working with Latina/os in Steele, Rice and Waseca Counties interested in securing their home-based childcare license. Centro Campesino has organized several childcare-related trainings; developed a licensing orientation packet in Spanish for each county; met 1-on-1 with more than 40 people potentially interested in childcare; and is currently developing a model business plan in Spanish for home-based childcare.
- 4) Centro Campesino anticipates that the organization's efforts to establish affordable, dignified farmworker housing could serve as a regional and national model. Their housing development project in Montgomery is a collaborative between the local Latino and migrant community, Three Rivers Community Action, North Country Cooperative Development Fund, Blumentals Architecture, and the City of Montgomery to approve, design, build and manage cooperative and seasonal rental housing owned and managed by migrant agricultural workers. The City has approved the plan and offered tax incentive financing. Fundraising is under way with hopes to begin construction in spring 2004.
- 5) In this past year, Centro Campesino has also been actively involved in efforts towards legalization of undocumented workers on the state and national levels. These activities included: taking two trips to the Mexican Consulate in Chicago with 90 members; and negotiating with the Mexican Consulate over nine months for a first ever trip to rural Minnesota to provide picture identification for 2,000 Mexican residents in 2003. Centro Campesino coordinated with the Internal Revenue Service to provide Individual Tax Identification Numbers (ITIN) for approximately 560 undocumented workers in Austin, Faribault and Montgomery.

Latino Giving and Volunteering Findings

In the 1998 Hispanic Giving and Volunteering national survey by the Independent Sector, Hispanics were found to give and volunteer just as generously as non-Hispanics when asked (Hispanic meaning of any race of Spanish or Latin origin). The difference found is that Hispanics tend to give more informally than non-Hispanics. Hispanics gave primarily to religion and “informally” to individuals, such as family or friends, rather than to organized charities. The reason being is that Hispanics are less accustomed to giving and working through philanthropic institutions. They instead use their social networks and rely on government and the church to provide for most of their social needs. Additionally, a significant amount of this giving finds its way back to their country of origin through remittances. Hispanics are also very generous when it comes to contributing to disaster relief such as for hurricanes and earthquakes in their country of origin.

The survey also indicated that Hispanic ethnicity showed little or no correlation to levels of giving and volunteering. This would suggest that as Hispanics improve their economic and educational status while integrating to society, their giving and volunteering will most likely increase and match the rest of the population.

When Hispanics are deciding to give, the identity of the person who makes the ask, receives the gift, or is part of the organization doing the solicitation is more important than any tax or institutional incentive. Feeling compassion for those in need was found to be the most important reason for Hispanics to volunteer. The most important conclusion found is that as first-generation Hispanics integrate with U.S. society, adapt to life in the United States, improve their economic status, have children, and experience the benefits provided by philanthropic institutions, they are more likely to increase their levels of giving and volunteering.

Planning for Fundraising

According to the Minnesota Council of Nonprofits, individuals in the United States account for nearly 88 percent of all charitable giving in the country. This means that individual solicitation should be a significant part of an organization's fundraising plan. However, the approach used for fundraising may vary depending on the organization's mission and strategic plan. There are many ways of soliciting gifts from individuals, but none of them are appropriate in all circumstances.

- *Plan early:* Search for prospective donors that have vested interest in the issues that the organization is currently involved with.
- *Look ahead:* Plan for the future. It takes time to build relationship with donors.
- *Check your message:* Make sure the organization has a strong case for support when it comes time to approach prospective donors. Evaluate if the organization's priorities match that of the prospective donor. Give enough information about the organization's accomplishments to motivate the donors.
- *Thank donors:* Keep donors informed and connected with the organization by providing regular newsletters and formally thanking them for their contribution.

When planning for fundraising be conservative in estimating profit and liberal in estimating costs, such as time and people. Some sources will raise larger amounts over time; others provide an immediate but smaller payoff. A good fundraising plan contains both elements. Don't rely on just one or two sources, no matter how "sure" they may be. The first few months can be frustrating, there's a lot of work, often without a clear or immediate payoff. Strive to maintain enthusiasm and momentum¹.

¹ Klein, Kim, Stephanie Roth. "Raise More Money: The Best of the Grassroots Fundraising Journal." 2001.

Fundraising Activities

- *Membership fees or dues:* This is a very reliable funding source. Members can provide support on an annual basis. They can receive a membership card and a newsletter in return.
- *Direct mail:* There are various methods of pursuing this. Although, it may be costly, it is a good way of reaching a significant number of potential donors.
- *Phone:* This approach is best when there is already a connection established with the donor. However, it also serves to inform potential donors about the organization.
- *Door-to-door:* This approach can be time consuming and expensive. However, it can increase awareness of the organization in the community and therefore increase support for it.
- *Special events:* Has proven successful for some, but not so for others. May include dances, auctions, rallies, car wash, banquet or walk-a thon. Very time consuming and expensive. Donations and volunteers are ways to minimize the costs. However, keep in mind that the size of the event reflects not only the profit earned, but the amount of work, lead time and front money required.
- *Federated fundraising campaigns:* These are annual campaigns like United Way which are carried out for the benefit of member agencies under some common cause.
- *Individual donor programs:* Requires an ever-expanding network of contacts; each new donor leads to more new donors. Establish donor membership categories which will depend on the amount of the contribution. Include special benefits for different levels of giving. Rank your donors to determine their reliability. As part of annual giving campaigns, individual donor programs can include membership drives, dues, subscriptions, pledging, direct mail or small mail appeals, internet appeals, door-to-door canvassing and major gifts.
- *Fees for service:* Can be set up on a sliding scale so you can continue to serve your constituents; those who can will pay what they can afford.
- *Sale of products:* Such as t-shirts, bumper stickers, buttons or products such as toys, games, stationery, etc. can also be profitable.
- *Sale of information:* Such as booklets, pamphlets and manuals. Even if you sell these publications at four to five times their production cost, it's still cheaper for buyers than what an attorney, doctor or regular bookstore would charge for such information.
- *Training/education programs:* With a charge per participant can provide continuing education credit for doctors, lawyers or other professionals, or seminars for the general public.

- *Honoraria:* Can be charged for speaking at service clubs, guilds, professional organizations and other groups.
- *Grants:* From corporations, service clubs (Kiwanis, Rotary), United Way or unions are available.
- *Religious institutions:* Often give grants through local parishes and from national offices. Churches can also take a "second collection" for you on Sundays. Many houses of worship will loan you computers and phones or provide office and conference space rent free.
- *Loans:* Of various types, lines of credit and interest rates can be arranged through a bank, savings and loan or credit union or through an individual, foundation or corporation. Loans can be used for front money or for cash flow problems until your fundraising begins to pay off².

² Klein, Kim, Stephanie Roth. "Raise More Money: The Best of the Grassroots Fundraising Journal." 2001.

Case Studies

The following farmworker organizations participated in a phone interview pertaining to their experiences with fundraising. The questionnaire that was used to guide the interview appears in appendix 3.

	Anonymous	Northwest Treeplanters and Farmworkers United (PCUN)	Coalition of Immokalee Workers	Farmworker Association of Florida (FWAF)	Latinos Unidos	Centro Campesino
Longevity	-	1985	1996	1983	2001	1998
Size of staff	12	10	7	33	1	8
Members	12,000	500-1,000	2,500	15,000	80	900
Budget	\$500,000	\$200,000-\$500,000	\$200,000-\$500,000	\$500,000-1,000,000	\$45,000-\$50,000	\$250,000-\$500,000
Membership dues	Sindicatos: 2.5% of wages Asociados: \$25 annual	Associates: \$10 to join, \$9 monthly Contract: \$10 to join, 1.5% of wages	\$5 one time	\$8 to join \$5 annual	\$30 family \$15 individual	Amigos: \$20 up Members: \$10 annual
Grants	NA	33%	75%	90%	90%	95%
Individual donations	-	33%	25%	8%	.5%	2%
Fee for service	Yes	Yes	NA	Yes	NA	No
Sale of products and information	-	Yes	-	Yes	Yes	No
Special events	Yes	Yes	Yes	Yes	Yes	Yes

ANONYMOUS (ANON)

The organization has three offices and works both in city and rural settings. They have 10 full-time staff and hire part-time summer staff on a need basis. ANON has 8 Board members who are elected every three years in a convention where they also make plans for the next three years. Most of the Board is of Latino origin and are currently migrant workers or have been in the past. One member is not Latino and serves as the organization's accountant.

ANON is a union of farmworkers. Most of ANON's members are of Latino origin from Mexico, but some are from other countries such as Dominican Republic, Nicaragua and Honduras. They have two types of membership: sindicato and asociado. The members of the sindicato are all under contract and are migrant workers. The asociados are new immigrants who work in the plants (meat, processing, and packaging) and service industry (restaurants, hospitality, cleaning). Asociados have the same voice as the members of the sindicato and utilize the same services. Currently, there are 7,000 members in the sindicato and 500 asociados. Members of the sindicato, who are under contract, contribute 2.5% of their earnings to the organization, while asociados pay a fee of \$25.00 a year.

Some of the services that ANON provides to its members are legal counseling, health clinic, translations and interpretation (a limit of two yearly with membership, afterwards a fee is involved), and English classes. ANON has partnerships with two universities that have an ESL graduate program. The universities teach English to ANON members as part of their graduate school's practical experience. One university provides English classes two times a week for two hours for the year round members and another covers the summer months in the migrant worker camps. Another partnership is with a local private hospital and volunteers. They provide ANON with a mobile clinic at the migrant worker camps during the summer. Other services include accompanying members to court and doctor's appointments when needed.

ANON describes fundraising to be a constant problem. They state that it is difficult to find money since they do not receive any government or corporate funds. Their experience has been that special events do not yield enough money considering all the work that is put in by staff and members. They suggest that it is better to expand the membership base. For them, this has meant expanding the sindicato membership. ANON's annual budget is \$500,000 a year. Twenty percent of their budget comes from membership dues (\$100,000). ANON also has a website, but it has not made significant difference in their fundraising.

ANON's fundraising strategy consists of three major parts: membership dues, grants, and individual donors. Special events and donations are hardly pursued. All members are actively involved with fundraising when special events are organized. Members also help by asking for donations for a particular rally or are involved giving testimony of their experiences when meeting with foundations. The Board is less involved with the organization's fundraising efforts due to the fact that they are spread across various states. ANON states that they do not have a very elaborate funding strategy, but that they have gained support of their movement over the 30 years of existence. Over the years they have slowly managed to spread information on their newsletter and other sources and people have gradually followed their work and supported them.

Piñeros y Campesinos Unidos del Noroeste (PCUN) Northwest Treeplanters and Farmworkers United

PCUN was founded in 1985 by a group of 80 farmworkers. Today, it has one office located in the rural town of Woodburn, center of Oregon's agricultural industry. Woodburn has a population of more than 20,000 and over 50% are Latino. PCUN has 10 full-time staff and 9 Board members. The Board is elected every two years and composed of staff and members. PCUN is a membership and union organization. It has 5,000 lifetime registered members and has a yearly membership of 500 to 1,000 farmworkers. Ninety-eight percent of its members are Mexican and Central American immigrants.

PCUN has two types of membership called associate members and contract members (members who have a contract with their employer). Associate members pay a once in a lifetime fee of \$10 and pay a monthly due of \$9.00 which is collected quarterly (\$27.00).

Contract members, on the other hand, pay an initial once in a lifetime due of \$10.00 plus 1.5% of their wages.

The organization has a Service Center, which provides members with services such as immigration advice and referrals from its non-attorney practice. This service costs members 10% of what regular attorneys would charge on a per case basis. The non-attorneys have an established agreement that enables them to assist members and practice immigration law. PCUN also has a sister organization that works with housing issues. However, this organization requires separate membership.

PCUN's fundraising strategy can be summed up to the following. A third of its revenue comes from membership dues, a third comes from foundation grants and the rest comes from individual and organizational donors. The staff is mainly involved with fundraising. The membership contribution of \$100,000 a year is considered to be a direct involvement of members as well as one of PCUN's best fundraising tactics. The Board's collaboration with fundraising is ad-hoc in nature. A major obstacle in fundraising has been the significant decline of foundation grants. As a result PCUN has put its efforts in the major donor program to compensate for the foundation gap.

PCUN has established three levels of donors. The first level is donors who contribute up to \$120. The next level is the "sustainers," who give between \$120 and \$1,000. Finally there are the major donors who contribute more than \$1,000. Currently, there are 110 sustainers, who in return for their contribution receive information on PCUN's work. The major donors receive not only more in depth information than the sustainers, but also may meet once a year with PCUN's staff.

PCUN believes they spend less time fundraising than other organizations. Their approach is distributing newsletters, and having a web-site to promote the organization. In the past, they had a link for on-line donations sponsored by the Tide Foundation. Currently, that arrangement has expired and it became too costly for them to continue the effort. Not to mention, it was not very effective to begin with. PCUN also sends out an annual appeal by mail and one or two special appeals a year describing a particular need.

PCUN has a broad donor base. The organization has had over 1,200 solid donors over the years. PCUN has identified the most successful fundraising activities to be the \$1.25 million contribution from its membership base; the major donor program that has increased from 8 to 27 donors; and the in kind services and pro-bono work for construction, building maintenance and other services to PCUN.

Coalition of Immokalee Workers

The Coalition of Immokalee Workers began with six farmworkers discussing the problems in their community. The community of Immokalee is considered to be a labor pool of the entire east coast. Immokalee is a community of 30,000 people between the months of November through May and the rest of the year is between 12,000 and 15,000 people. Most of the people who live in Immokalee are farmworkers. The problems they

faced were abuse and discrimination in the workplace, staggering wages and poor living conditions. These farmworkers were mainly from Mexico, Guatemala and Haiti who had been involved with organizing back in their country.

The Coalition of Immokalee Workers began informally in 1993, holding meetings in churches and formally as a non-profit in 1996. It has one office in the rural community of Immokalee. The organization has six paid full-time staff who are farmworkers as well. They have one volunteer that coordinates the fundraising for the organization and two student interns. The Board is also composed of farmworkers and members of the Coalition. Both the Board and the staff are elected yearly by members. The staff has also decided to pay a fixed salary that does not represent a significant difference from farmworkers earnings.

The organization has 2,500 registered members. Coalition members pay a once in a lifetime membership due of \$5. In addition, they volunteer their time and serve as organizers spreading the word in the community, participating in meetings and taking action to fight for better working conditions. The Board is involved with fundraising on an ad-hoc basis. The Coalition is not a service organization. It does, however, fight for better housing and living conditions.

The major obstacle in fundraising has been the current economic time. The Coalition is a small grassroots organization which at times campaigns against corporate giants and many resources are needed to be effective. Their two major fundraising strategies are keeping a stable membership base and approaching individual donors with quarterly letters.

The Coalition has a budget in the range of \$200,000 to \$500,000 a year. Approximately 15 % is for operating costs. Eighty percent is unrestricted core funds. Only 2% comes from membership dues. Seventy-five percent comes from grants and 25% from individual solicitations.

The Coalition has had a web page for the past 3 years and has just added a link to on-line donations. For the Coalition this has proven to be a successful part of their fundraising strategy. People that would otherwise not hear about their organization are contributing on-line to their cause. As part of their fundraising strategy, the Coalition of Immokalee Workers describes to potential donors the culture of struggle they represent in their membership in order to establish a legitimate case for giving.

Farmworker Association of Florida (FWAF)

The Farmworker Association of Florida was started by a movement of farmworkers in the area who wanted to be involved with the issues that affected them. They wanted to make their own decisions and spread the benefit of having a work contract with their employer to other farmworkers. It began as a multicultural organization with Latino, African American and Haitian workers. The organization started in central Florida in 1992, but quickly expanded to the southern Florida. They currently have four offices

located in Apopka, Immokalee, Homestead, and Pierson. The farmworkers in this area produce ferns, foliage, citrus, vegetables and mushrooms.

FWAF has 25 full-time staff and 8 part-time staff. The 14 member Board is composed of elected farmworkers diverse in gender and race. The organization has about 6,800 farmworker family members most of which are immigrants and are predominately Hispanic (90%), African American and Haitian (10%) and live among the rural poor.

Members of FWAF pay \$8 to join and an additional \$5 a year for their membership. Evidently, this system does not work very well for FWAF because members tend to pay the initial \$8, but are not consistent with the subsequent \$5 a year. The Association addresses issues such as wages, benefits, and working conditions, as well as pesticides, field sanitation, disaster response, immigration, and other community-based issues.

Their fundraising strategy consists of primarily grants, economic development activities, and individual donations. Their economic development activities consisted of an agricultural cooperative that lasted for 8 to 10 years. FWAF also had small Hispanic food stores that carried Hispanic products for a fraction of the price of regular stores. FWAF also operated several restaurants. However, all three concepts were brought to a halt by competition from entrepreneurs as more and more Hispanics came to the area. Currently, FWAF has two stores open.

Some of the special events FWAF carries out are Fiestas, celebration of Mexican independence, 5 de mayo, car wash and dances up to 5 times a year. The dances were a big hit, but as soon as entrepreneurs came to the area it became unattractive. FWAF also used to fill income tax forms until other people found out it was profitable and created competition. Everyone in the organization participates in fundraising. Members help to sell raffle tickets and support other fundraising events. The Board which is also composed of farmworkers does not contribute with money, but help to sell tickets and contribute in other ways.

The major obstacle that FWAF has been that initially they did a lot of successful activities for fundraising, but competition increased as more people moved into the area. The most successful activities in the past were the dances and the economic development activities. Today they are struggling to find resources. The Fiestas, where they provided cultural entertainment, still do very well. They also raffled a car which helped them gain about \$5,000 in a year. They still engage in raffles, but for less profit. Another obstacle has been dealing with the cultural change. In the past, all the family came to the dances. Today, young people like other music so they have had to cater to the different tastes over the years. Sometimes they have had deficits from a dance because there was a particular event shown on television on the same night, like a boxing match. Currently, the Association is building on their donor program. They are starting to explore how to raise money from donors, both Hispanic and non-Hispanic. They have had smaller donors contributing around \$30-\$70, but they are searching for solid major donations. In November the Governor of Florida proclaimed a "Thanks to Farmworkers Day" and at that time FWAF has activities selling ethnic food among other things and approaches non-Hispanic donors outside the farmworker community.

FWAF has a budget in the range of \$500,000 to \$1,000,000. Their biggest costs are salaries and fringe benefits, travel, and telephone. Almost all the funds they receive are unrestricted. Membership dues represent 1.5% of their budget. About 90% comes from grants and the rest comes from individual donations and special events. The organization engages in joint fundraising primarily with the Catholic Diocese of Orlando. FWAF also has a website. Although they do not currently accept on-line donations, they are looking into doing so. FWAF does approximately 3 fundraising activities a year. They always try to integrate different cultures in their events like the Fiestas where they have incorporated both Hispanic and non-Hispanic cultures in their entertainment.

Latinos Unidos

Latinos Unidos is a program under the Southern Empowerment Project. They began as a grassroots organization in 2001 in order to give organizing and fundraising training to Latino/Hispanics in Tennessee. There are currently four chapters located in Dayton, Morrison, Johnson City, and Knoxville City. They use the office in Maryville, which is SEP's central office, but the chapters meet in local churches and work in the community. Latinos Unidos has one organizer who works directly with SEP and deals with the fundraising. However, each chapter has 4 to 6 leaders who organize the meetings and work with outreach. They are currently working on establishing their Board.

Latinos Unidos has about 80 members who pay \$30 per family a year and \$15 per individual a year. This fee was established by the members themselves. Latinos Unidos began collecting membership dues a year after they started the organization. The organizers believe that this should have been done from the beginning in order to create a sense of ownership in the organization and to make it easier for members to give in the first place. The majority of the membership consists of Latinos which are mainly farmworkers or factory workers.

Latinos Unidos is an up and coming organization. Every member contributes to their fundraising efforts. Members recruit others to become part of the organization. Currently, Latinos Unidos provides training for the members on organizing and fundraising. They provide members with accommodations including hotel, mileage and food for the trainings.

The organization relies mainly on SEP for its funds. SEP does most of their grant proposals and solicits individual donors for the program. Some of the funds also come from SEP's operating budget. Latinos Unidos budget is between \$45,000 and \$50,000. Its operating costs are built in with SEP's, who also keeps track of their expenses. All of their funds are unrestricted. One percent of their budget comes from membership dues (\$400). The majority comes from grants (90% or more). Individual solicitations account for only .5% of the budget.

Their fundraising strategy consists of in kind and cash contributions. They receive donations from Mexican stores and restaurants for refreshments for local meetings. They have also carried out dances. Although they have not raised substantial money from the dances, they have received sponsors for food and other business donations to keep the

costs minimum. Latinos Unidos states that although most events do not raise significant funds, they at least help promote the organization.

The most successful fundraising activity has been establishing the membership dues. The challenge, however, has been renewing them. Latinos Unidos also receive donations from allies of the organization and in return they receive a t-shirt and a membership card. The least successful activities have been selling t-shirts and special events like the dances. Latinos Unidos has had success when some events have been sponsored by particular supporters. In sum they plan and carry out about three fundraising activities every year. Latinos Unidos has worked on establishing a rapport with their donors. They do not approach donors randomly, but can distinguish who their Hispanic and non-Hispanic supporters are. The major obstacle in fundraising has been the mobility of the membership. People come and go from Texas because they are migrant workers. In addition, not everyone has checking accounts so dues have to be collected in cash.

Latinos Unidos has experienced the pattern of giving of the Latin culture. They receive many in-kind donations from its members for their own fundraising activities. They contribute with things such as food or the music for the dance. The members are not in the best economic situation, but are still generously contributing. This makes them feel part of the organization and builds a sense of ownership from its members.

SEP has a website that has a link to Latinos Unidos program. SEP currently accepts donations on-line and funds part of Latinos Unidos program. The on-line donations seem to be increasing as more people are getting used to this method of giving. It has also served as a great tool to promote the organization.

Concluding Remarks

The information provided through these interviews will hopefully guide Centro Campesino's fundraising efforts and help establish a fundraising plan that can meet their organizational needs. This will, however, depend on Centro Campesino's future goals and endeavors.

Disclaimer: The information from these case studies was collected in a single phone interview that typically lasted 20-30 minutes. It represents an overview of the fundraising strategies and experiences of each organization. The information, however, is accurate to the extent and nature of the research. It is not meant to give an in depth analysis of the organizations, but a general overview of their fundraising efforts.

APPENDIX 1

Tips for internet fundraising

Here are some ideas for starting online fundraising by Walter Davis from the article: "Internet Fundraising is Here."

1. Don't rush into online fundraising. If possible, find an organization of a similar size and ask them what has been their experience in starting up on the Internet. Few organizations are going to get rich quick from online fundraising.
2. Decide how much staff and volunteer time is needed to oversee Internet fundraising. You should develop a marketing plan for online fundraising. It must be part of your overall fundraising plan. It is important enough to say it twice: plan. Most groups underestimate the amount of time needed to maintain their web site. Don't make the same mistake with online fundraising.
3. Online information about your group must be up-to-date. Know what is out there. Most information on Guide Star, for example, is not current. Donors looking for relevant information about non-profits may pass up groups that are not providing current details about their work. Find out where your group is listed.
4. If your website is part of your fundraising plan, there must be a reason for people to keep coming back.
5. Decide whether you want to handle credit card donations or if you prefer for another organization or a business online to do that for you.
6. Publicize where your donors can go online to contribute. Link your own web page to where people can donate online. Remember, however, that most people are still uncertain about using credit cards on the Internet. Allow time, plenty of time, for this part of your fundraising to grow.
7. Ask, ask and then ask again. It is a basic fact that if you don't ask, people won't give. The Internet offers a new set of ways to make the Ask. You can visually show how the money will be used in your web site and also present financial information in some detail.
8. You are competing for attention with thousands of charities and issues. Big name charities like United Way and even larger alternative non-profits are committing significant resources to online fundraising. You will be competing with the "noise" of many voices.
9. Online giving is a very new concept for most people. Some will prefer it. Some will hate it. It is not a form that is accessible to everyone.
10. Follow-up. It is critical that online fundraising involve follow-up as soon as possible. If you receive donations with a donor name attached, respond in a timely fashion. This is

the first step in building a continuing relationship with a new contributor. Don't rely on the Internet to sustain the relationship with a new donor.

11. This will be a shakedown period where a lot of online philanthropic and charitable uses of the web will be tried. Many will fail. Do not become dependent upon any one. Evaluate the benefits on a quarterly basis.

12. Focus. Choose a couple of the programs listed here and learn how they work. Mix the type of fundraising: say a merchandising link and a direct donor site. Then promote these links with your organization. Next, ask yourself how complicated the deal is for the giver. Do I have to do extra work (i.e. send receipts to a third party) to give or does it make it easier? The harder you make it for potential donors to give, the less likely they will give.

13. Before online services handle your donations, be sure you are comfortable with their accounting process. Know who monitors the companies. Also, know your own state's laws for soliciting and receiving donations.

Here are some sites to look at when you are thinking about online fundraising. Most of these references have an option where you can add your organization to the list of eligible groups. Particular sites might include giving donations, shopping profit-sharing, volunteering, auctions, registering your non-profit, etc.

- Charitableway.com -- "to inspire and enable more people to donate more money than ever before to good causes," credit card donations to a wide range of nonprofit organizations.
- CharityCounts.com -- Donate and shop at this site.
- CharityWeb.com/ Credit card donations and sells your books through Amazon.com.
- 4Charity.com -- Claims it is now America's largest online charity.
- FundraisingOnline.com, informative website
- Give for Change (Working Assets and eGrants.org, a project of the Tides Foundation) -- online donations to a restricted list of social change organizations they select.
- Give On-Line www.giveonline.org/ -- Credit card donations accepted for nonprofits. Interesting resource links.
- GiveToCharity.com -- Credit card donations accepted.
- GreaterGood.com -- An online mall offering a minimum of 5% of every purchase to a nonprofit of your choice. Donation by credit card.

- **GuideStar.org** -- Your IRS 990 form will eventually be here. Site provides a lot of space to tell your story. This may well become one of the most important addresses on the Internet for non-profit organizations.
- **Helping.org** (an AOL site) provides links to GuideStar. **igive.com** -- Visit this site, register your favorite nonprofit, and shop.
- **ReachOut.com** -- Online shopping and e-greeting cards. Ten cents per card to your favorite charity.
- **MyCause.com** -- An online shopping mall giving 2-12% of your purchase price to your favorite charity.
- **myfoundation.org Public Spirit** -- An online store donating one-half of its profits to member charities.
- **Shop2Give** -- A percentage of your purchase will be donated to the charity of your choice.
- **VoxCap.com** -- Interesting use of a fundraising web site. **WeGo.com** -- Free help for your website (or adding features to your web site) plus "affinity portals" (commission sales).

APPENDIX 2

Ten Mistakes You Can Avoid by Kim Klein:

1. Looking for money in all the wrong places
2. Asking people for gifts of \$500 and more who had not been properly qualified as "prospects"
3. Seeing donors as water faucets: turning them on when I want money, and leaving them off otherwise
4. Not asking for money
5. Using war-like language to describe asking for money
6. Exaggerating the importance of any one interaction
7. Being afraid to disagree with donors
8. Knowing it was easier to do it myself and being certain I could do it better
9. Not holding people to the commitments they made
10. Letting lack of knowledge stop me from trying new things

(<http://www.grassrootsfundraising.org/advice/articles.html>)

APPENDIX 5

CENTRO CAMPESINO Fundraising Questionnaire

1. What is the organization's history/background? How did the organization get started? _____

2. How long has the organization been established? _____

3. Describe where the organization's facilities are located (rural, inner-city)? How many offices does the organization have? How big is the town where the office is located in? _____

4. How many full-time and part-time staff does the organization have? _____

5. Who is on the Board of Directors? What is the composition of the Board (Professionals, constituents, clients, mix, etc.)? _____

6. Is the organization a membership organization? _____

7. How many members does the organization have? _____

8. What is the member's ethnic and economic background? _____

9. How much do members contribute (annual fee, volunteering)? _____

10. What services does the organization provide to its members? _____

11. What does your fundraising strategy consist of? _____

12. What involvement or influence do members have in the organization's fundraising efforts? (percent of time spent in fundraising) _____

13. What involvement or influence does staff have in the organization's fundraising efforts? (percent of time spent in fundraising) _____

14. What involvement or influence does the Board have in the organization's fundraising efforts? (percent of time spent in fundraising) _____

15. What major obstacles in fundraising has the organization encountered? _____

15A. What have been the most successful fundraising activities? _____

15B. Who was involved (Board, staff, volunteers, members)? _____

15C. How much was raised? _____

15D. Who was the targeted audience (members, general public)? _____

16. What have been the least successful fundraising activities? _____

17. Does the organization approach Hispanic donors or philanthropists? If so, how? _____

18. Does the organization approach non-Hispanic donors or philanthropists? If so, how? _____

19. Does your organizational budget fit into one of the following categories?

0 – \$200,000 _____
\$200,000 - \$500,000 _____
\$500,000 - \$1,000,000 _____
over \$1,000,000 _____

20. What percent of the budget is for operating costs? _____

21. What percent of the budget are unrestricted/core funds? _____

22. What percent come from membership dues? _____

23. What percent comes from grants? _____

24. What percent comes from individual solicitations? _____

25. What percent comes from the government? _____

26. Has the organization engaged in joint fundraising efforts? Specify _____

27. Does the organization have a web-site? Does it accept donations on-line? How effective has it been? _____

28. How many fundraising activities does the organization do each year? Who is involved? _____

29. How does the organization bridge language and culture with fundraising? _____

Additional comments: _____

APPENDIX 4

Farmworker contacts:

Coalition of Immokalee Workers (CIW)
Coalición de Trabajadores de Immokalee
Kowalisyón Travaye nan Immokalee
P.O. Box 603, Immokalee, FL 34143
Ph: 941-657-8311; fax: 941-657-5055
E-mail: coaimmwkr@aol.com
<http://www.ciw-online.org/>

Farmworker Association of Florida (FWAF)
La Asociación Campesina Asosiyasyon Travaye Late
815 S. Park Avenue, Apopka, FL 32703
Ph: 407-886-5151; fax: 407-884-6644
<http://www.farmworkers.org/fwafpage.html>

Northwest Treeplanters and Farmworkers United
Piñeros y Campesinos Unidos del Noroeste (PCUN)
300 Young Street, Woodburn, OR 97071
Ph: 503-982-0243; fax: 503-982-1031
E-mail: farmworkerunion@pcun.org
<http://www.pcun.org/>

Coalition for Humane Immigrant Rights of Los Angeles (CHIRLA)
1521 Wilshire Blvd. Los Angeles, CA 90017
213-353-1333
213-353-1244
chirla@earthlink.net
www.nilc.org/ciwc/memberschirla.htm

MIRA- MA Immigrant & Refugee Advocacy Coalition
617-350-5480
www.miracoalition.org

Council of Latino Agencies
Washington DC
202-328-9451

Arizona Border Rights
Derechos Humano/Alianza Indigena
Isabel Garcia, NNIRR Board Member
631 S. 6th Avenue Tucson, AZ 85701
520-770-1373
AZBRP@aol.com
www.azstarnet.com/~afscsz/derechos.html

Northern California Coalition for Immigrant Rights
(Fresno Office) 4832 E. Florence Fresno, CA 93725
559-252-4785
www.nccir.org

Nebraska Appleseed Center
941 O Street, Ste. 724 Lincoln, NE 68508
402-438-8853 (phone/fax)
NEAPPLAW@aol.com
www.neequaljustice.org/Appleseed/POL/EquityintheCommunity/equityintheComm.hp.htm

Comité de Apoyo a los Trabajadores Agrícolas (CATA)
P.O. Box F
4 South Delsea Drive
Glassboro, NJ 08028
Tel. (609) 881-2507

Confederación Nacional Campesina (CONFENACA)
Apartado Postal 18-A
C/Padre Ayala No. 15, esq. Madre Asunción
La Vega, Republica Dominicana
Tel. (809) 573-9505

Border Agricultura Workers Project (UTAF)
201 East Ninth Avenue
El Paso, Texas 79901 Tel. (915) 532-0921

Unión Sin Fronteras (USF)
P.O. Box 66
722 Vice St.
Coachella, CA 92236
Tel. (619) 398-5183

Farm Labor Organizing Committee (FLOC)
507 S. St. Clair St.
Toledo, OH 43602
Tel. (419) 243-3456

Washington Farmworkers Union (WFU)
P.O. Box 337
Granger, WA 98932
Tel. (509) 854-2442

Southern Empowerment Project
Latinos Unidos
343 Ellis Avenue
Maryville, Tennessee 37804
Tel. (865) 984-6500
(865) 984-9916

Grassroots Institute for Fundraising Training (GIFT)
3035 Vallejo Street, #4
Denver, Colorado 80211
Tel. (303) 455-6361
Fax (303) 455-4107

United Farm Workers of America (AFL-CIO)
National Headquarters
P.O. Box 62
Kearney, CA 93531

La Unión del Pueblo Entero (LUPE)
Nacional Office
203 W. Holly, Suite 318
Bellingham, WA, 98225
Tel. (360) 738-0893
Fax (360) 738-0964
<http://www.lupenet.org>

Hispanic in Philanthropy (HIP)
88 Kearny Street
Suite 1850
San Francisco, CA 94108-5523
Tel. (415) 837-0427
Fax (415) 837-1074
Email: info@hiponline.org